George —

The DCI asks that you and I read the attached and then discuss it with him.

RG.

MEMO

	SUBSTANTIAL SUPPORT OVERALL FAVORABLE	CONTROVERSIAL	LITTLE SUPPORT OVERALL UNFAVORABLE	NO OVERALL VIEW APPARENT	RELEVANT INFORMATION & VIEWS FROM MEETINGS
I. People for Analysis					
IA. Selection 1. Recruiting Junior Analysts	Better defining needs of various offices(review on board assets,examine relevancy of various indicators & evaluate sources)Provide better support of recruiters (on campus interviews, expose pros. candidate)				
2. Lateral Entry for Senior Analysts			Improve methods of searching for lateral entrants		
3. Firing/Other					
IB. Training 1. Initial Trg.	Improve training in how to find info and in basic principles of analysis (e.g. building logical models, consistency rules, peculiarities of intell work.,etc.)		Provide basic language training to new analysts who lack a defined minimum level of expertise.	Training is seen as being "on the Job" by seniors and as not occurring by juniors.
2. Ongoing Trg.	Develop area specialist program.		Write a textbook on how to intelligence analysis		"our task forces are very ad hocish--we need management attention to get them to work as inter-disciplinary teams.
3. Other			Conduct a formal program to familiarize senior people with DCI&DNFAC ideas on what's good analysis		
IC. Rewards & Incentives 1. Promotion	Establish & Publicize Career paths to CS-18 for all specialties	Define"super analyst" jobs using PMCD tools			PMCD is seen as a millstone around our necks
2. Recognition	Implement system to increase formal and informal recognition of good work.		Use a periodical pub. to show & critique good analyses	Increase analysts interaction with DCI, D/DCI/NI via lunches & dinners	
3. Other				DCI consciously use prerequisites to build stature of analysts	
ID. Numbers 1.	Get more analysts			Trade off managers, administrators & collectors to get more analysts	The overwhelming concern in meetings was the perceived lack of analysts relative to demands to process raw data, answer the mail & do research. Talk of anything but how to get more analy is idle chatter.
2.					
IE. Culture 1.	Use multi-disciplinary seminars(esp. involving DCI, D/DCI/NI) to build intellectual	Prepare a "code of conduct" for intell. analysis			In meetings we seemed at once unable to say how to train analysts & asking for better guidance as to what our work should be.
2.					
II. Support of Analysis					
A. Support at Collection Analysis Interface 1.		Reduce amount of compartmentation	Establish an analysts' ombudsman at the **collection-analysis interface**	improve support at the collection-analyst inter face, e.g.by force feeding data base deficiencies into the collection requirements	
2.		Improve HUMINT tasking and tapping of DDO knowledge.			
IIB. Support of Analysis 1. Environment a. Physical Surroundings	Improve privacy and basic working aids				
b. Information Flow		Push SAFE		Improve libraries and data bases of the intell. community	
c. Intellect. Climate				Develop mechanism to nurture appropriate competitive analyses and ensure that no gaps are inadvertently left.	
2. Analytic Techniques				Improve the use of analytic techniques by providing for rapid responses to analysts' needs, searching for analyses in which techniques can help and searching for better methods of analysis.	
IIC. Support at Analysis User Interface 1. Marketing Programs		Proceed in an organized fashion to see what would be useful before producing a major estimate. Have consumers participate in an orderly review of NFAC plans for data base building	Identify consumer groups&for each evaluate the value of various sources of intell. compare presentational means define timeliness demands,etc.	We are out selling when we can't keep up with the current demand.	
2. Presentation Means			Make better use of video recorders		
3. Other					
III. Oversight of Analysis A. Monitoring 1. Administrative			Establish a central system to monitor effort in current intell. vs. long term research judge our efforts against priorities, examine our time-liness and balance efforts across the various forms of intell.and facilitate work load sharing.	Junior analysts see the processes that go on after writing a paper as stifling. Originality wasting time and taking forever.	
2. Analytic Review	Establish an analytic review board made up of people who understand analysis, that is closely compled to production&which is responsible to work with analysts to do better.			. We need to know what our people are doing	
B. Measuring 1.			Establish a system to regularly evaluate the accuracy of our predictions. Define standards of scholarship for intell. analysis. Subject NFAC analyses to outside "hostile" review.		
2.			Use seminar programs and senior review panel to review analyses.		
C. Management 1.				There is no single culture in NFAC. Therefore, undue centralization of detailed imple-mentation is to be avoided	
2.					